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MEMORANDUM FOR: Director of Central Intelligence

AUG 18 1954

SUBJECT: Area and Language Training

REFERENCE: OTR Staff Study, "Area and Language Training," 28 June 1954  
(attached herewith as Tab A)

1. PROBLEM

To recommend a program of action to equip the Agency with area-and-language-trained personnel commensurate with its needs.

2. FACTS BEARING ON THE PROBLEM

JOB NO. \_\_\_\_\_ BOX NO. \_\_\_\_\_ FLD NO. \_\_\_\_\_ DOC. NO. 10 NO CHANGE  
See Staff Study, Tab A. IN CLASS ~~SECRET~~ CLASS CHANGED TO: TS S C RET. JUST. 22  
NEXT REV DATE 10 REV DATE 7/7 ~~REVIEWER 206151~~ TYPE DOC. 02  
3. ASSUMPTIONS NO. PGS 27 CREATION DATE \_\_\_\_\_ ORG COMP 30 OF 30 ORG CLASS S  
REV CLASS C REV COORD. \_\_\_\_\_ AUTH: HR 70-3

The effective DD/P operator needs to be equipped with three general types of knowledge or capability if he is to be effective in terms of reliability of operations and economy of time, motion and money.

- a. He should be substantively or professionally competent to carry out his assignment; e.g., a scientific intelligence officer should know his professional field; a political intelligence officer should be grounded in political science and international relations; a reports officer should know how to write; etc.
- b. He should be qualified in the field of intelligence; e.g., he should meet intelligence operational requirements.
- c. He should have enough knowledge of the language and area context in which he is to operate to enable him to apply his professional and intelligence skills in an effective, reliable manner.

4. DISCUSSION

a. The essentiality of professional competence and intelligence training is recognized in the Agency. The essentiality of the third area of competence is not admitted, as evidenced by the deficiencies in qualifications of personnel to perform assignments and the mistakes arising out of these deficiencies.

b. Numerous studies emphasize the necessity for more extensive area and language training of Agency personnel. Most notably, the Jackson Committee Report recommended that operations be curtailed to the extent necessary to make possible adequate preparation of individuals to perform the functions for which they are responsible. This was based on the assumptions that more area and language knowledge is necessary, and that the Table of Organization was not to be increased.

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The first assumption is as valid now as it was when first expressed, but the second need not necessarily be taken for granted. If the Agency is to achieve essential standards of performance, a cost in terms of training is involved. Some part of that cost--in people and time--must be at the expense of operations, providing no Table of Organization adjustments are made. The possibility should not be ruled out, however, of minimizing the cost to operations through T/O adjustments and a more effective utilization of existing Agency resources.

c. What is needed is a plan for training action, based on official recognition that provision of appropriate language and area knowledge is important and must be provided. Needed too are indications of time required to attain objectives essential for various categories of personnel. These indications are supplied in the attached Tabs B and C. Essentials of a plan to approach the required objectives are outlined in the following recommendations.

#### 5. RECOMMENDATIONS

a. That the Director of Central Intelligence issue a statement of Agency policy for standards of competence in the fields of language and area knowledge for Agency personnel. (A suggested statement is attached as Tab D).

b. That an ad hoc Qualifications Committee be organized and charged with responsibility for defining the varying degrees of competence required of various categories of personnel in order to insure effective and efficient performance of assigned duties, as provided by the above-recommended policy statement. It is suggested that, for the DD/P, such a committee be composed of the DD/P Training Liaison Officers, a representative of the External and Language Training Division, Office of Training, and a senior official concerned with all DD/P Staff personnel (both overt and covert).

c. That a Training Plan be developed for each DD/P staff employee including, in part, the type of recommendations provided for in Personnel Evaluation Reports, and that this Plan be the basis for programming recommended training, including area and language. (Individual plans should be reviewed and revised annually, or as unanticipated assignments are considered).

d. That for the immediate present, the following program be adopted for personnel referred to therein:

1. Any person whose duty assignment involves working with substantive materials pertaining to a foreign area shall complete an area orientation course of not less than sixty-four hours either in the Agency or at an academic institution. Previous academic training of comparable quality will be accepted in fulfillment of this requirement. Residence in the area alone will not be accepted for fulfillment of the requirement. This requirement pertains to all professional and clerical personnel at Headquarters and all personnel designated for overseas.

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2. All persons designated for overseas assignment shall receive at least from sixty-four to one hundred and twenty-eight hours of instruction in the language of the area to which assigned, depending upon the difficulty of the language, or possess fluency equivalent to that of the average student who has completed this requirement.

e. That all components be authorized a Table of Organization increase (of 5%) to be used only for training of qualified persons selected and recommended by the component concerned for intensive language and area training to meet the particular needs of that component.

f. That a program (Career Development Scholarship Program) be created and designed to assure development and possession by the Agency of a carefully-selected, highly-trained cadre of language and/or area specialists. This program should be administered on an Agency-wide competitive basis to assure that the most highly qualified persons may be considered for this program. These persons would be trained without reference to current assignments for future service wherever they are most needed in the Agency. All existing Career Development Slots should be reserved for this program. (Objectives currently served by these slots can be more than adequately met by provisions of Recommendation e., above; the proposed use of those slots should result in their use by a higher calibre of individual than at present in terms of aptitude, motivation and other essential considerations.)

g. That the JOT recruitment program emphasize the selection of a small number of persons (number to be determined, say five annually) who have demonstrated aptitude and interest in international affairs or area studies, such persons becoming a part of the program provided by Recommendation f., above.

h. That an incentive award program, reflecting but not necessarily copying the British intelligence program, be developed and defined by the DD/P, in collaboration with OTR, to apply to all persons developing language proficiency with Agency sponsorship (possibly excluding persons who are beneficiaries of the Career Development Scholarship Program.)

i. That the External and Language Training Division of OTR be authorized, as implementation of the recommendations herein creates justification, to increase its current staff to include a maximum of:

- (1) Eight Slavic language instructors (increase of five). (Need and justification for this currently exists; do not depend upon above recommendations).
- (2) One Romance language instructor (Need dependent largely upon creation of the policy provided in Recommendation a.).
- (3) One Germanic language instructor (Need dependent largely upon creation of the policy provided in Recommendation a.).

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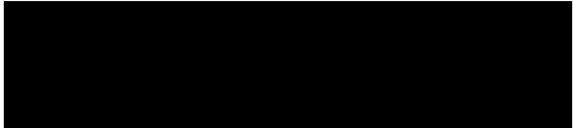
- (4) Four area training officers to develop, coordinate, and/or conduct required area courses (Need and justification currently exist; do not depend upon above recommendations).
- (5) One linguistic scientist capable of developing a language proficiency appraisal program designed to determine:
  - (a) When standards of Agency policy have been met,
  - (b) What types of language training are needed by individuals who possess some previous experience in the language concerned,
  - (c) The extent of progress that has been made in language training.

(Need and justification currently exist. Activity is being conducted within limitations imposed upon available time of regular instructors. A systematically-conducted program would immeasurably improve the capability of individual components to provide effective assignment of personnel, and would permit economy in time, man-power and money.)

j. That the DD/P authorize OTR use, to a restricted and limited degree, of persons with language and teaching abilities required to meet unusual and infrequent requirements that cannot be economically met by personnel permanently provided on the OTR Table of Organization.

k. That, having been provided with the facilities recommended herein, OTR be responsible for providing the functions inherent in the foregoing recommendations.

l. That the foregoing recommendations be adopted with application to the Agency as a whole.

  
MATTHEW BAIRD  
Director of Training

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Attachments